

Project Management Overview

Introduction

Introduction

This entire chapter provides an overview and description of the ITSD Best Practices for project management.

Project Management Methodology Concepts

The first part of this chapter provides a description of the Project Management Methodology concept. The document discusses the elements of Project Management Best Practices and how these elements are interrelated.

What are a Project, a Program and a Phase?

The second part of this chapter provides definition for the terms project, program and phase. An understanding of these terms is fundamental to understanding how and when the methodology should be applied.

Roles and Responsibilities

The third part of this chapter identifies the basic roles and responsibilities of a project team who will contribute to the success of a project.

The Importance of Planning

The fourth part of this chapter provides an overview of the value and the place of planning throughout the project life cycle.

Project Management Overview

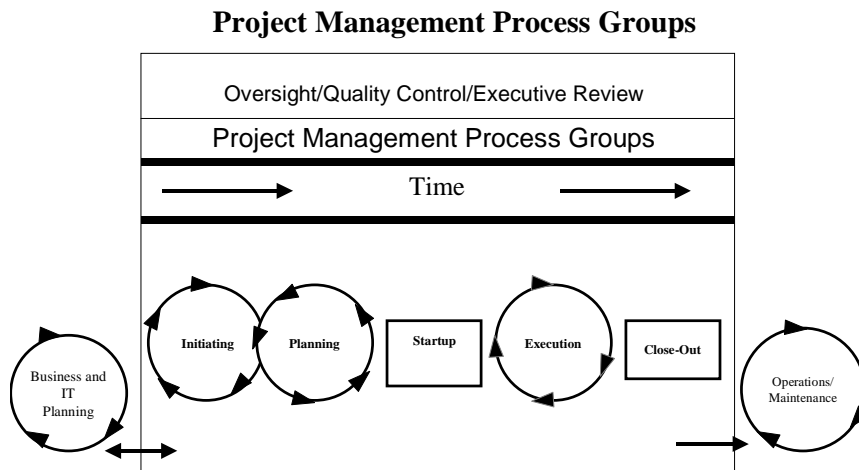
Project Initiating and Concept Development

Project Initiating and Concept Development

What is a Project Management Methodology?

The objective of a project management methodology is to provide common standards to ensure that projects are conducted in a disciplined, well-managed, and consistent manner. The ultimate goals of this methodology are to promote the delivery of quality products which are produced on time, within budget and accomplish the stated business objectives.

The methodology is conceptually shown in the figure below.



Project Management is an Iterative Process

The arrows indicate that project management is an iterative process. It is not a lock-step sequence of activities. In some instances, process groups overlap. The delineation between initiating and planning can sometimes be difficult to distinguish. In some cases, it may be necessary for the planning team to revert their activities back to initiating if it appears that the original budget, goal, vision or general assumptions have changed since the completion of the Business Case.

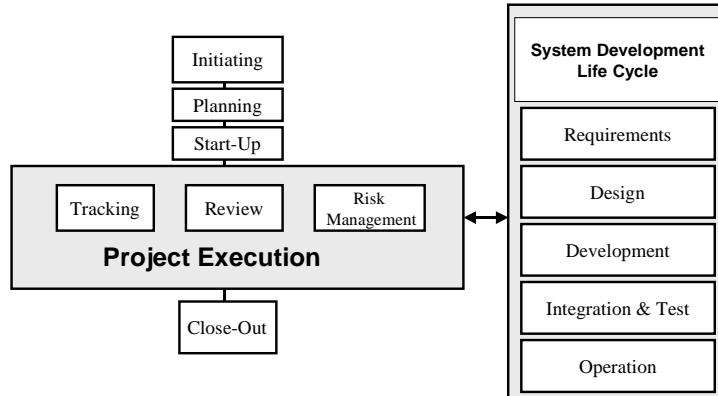
Other activities, such as oversight, quality assurance, and executive review, are ongoing and affect each and every cycle of the project.

This methodology represents the coordinating mechanism between strategic planning, program implementation, project implementation and on-going operations for state agencies, ITAB, the ITSD, the Office of Budget and Planning and the legislature. This methodology addresses the management of the program and project only, not the activities associated with on-going maintenance and operations.

Project Management Overview

Project Initiating and Concept Development

Relationship of Project Management Methodology to the System Development Life Cycle



The Relationship of PM to the System Development Life Cycle (SDLC)

As illustrated above, the SDLC occurs within the project execution process of project management. The project management activities are independent of the specific development methodology selected. This same concept would be true for any other type of development methodology such as design, procurement and construction.

Also, the Project Management model is not intended to be used exclusively with any specific SDLC model (such as a waterfall or spiral development). Instead, it is a generic methodology for project management that accommodates various development approaches, a variety of detailed execution procedures and a variety of types of projects.

Applicability of the Methodology

The project management methodology is potentially applicable to the management of any and all types of projects in the State of Missouri. How the methodology is applied for information technology projects is based on the guidelines defined in the ITSD Project Management policies, the magnitude of the project and the project risks.

Project Management Overview

Project Initiating and Concept Development

Tailoring of the Methodology

The methodology is adaptable to meet the unique requirements of almost any type of project.

Large, complex projects require a more rigorous application of management processes than small, well-defined projects with readily achievable goals. This methodology supports this need for flexibility.

The project manager, the agency Project Management Office and the Project Steering Committee assess the project characteristics and determine how to tailor the methodology. This tailoring is then reflected in the Project Plan.

Depending upon the basic processes that an organization currently has in place to support project management, some changes may be required to successfully implement the methodology. Organizations are encouraged to add to the processes to suit the culture and complexity of their environment.

The material presented here is not intended to be a step-by-step recipe or cookbook for managing a project. Project management requires far too much judgment and contains far too many variables and specifics to successfully accomplish using a simple cookbook approach.

How the Methodology Will Improve Over Time

A methodology should not become stagnant or obsolete. Processes should be established to improve the methodology over time. Process improvement is a cyclical process that requires mechanisms to continually evaluate and refine improvements until a process is fully optimized for the organization.

It is important to provide continual input on ways to improve project management.

The ITSD is responsible for the Best Practices methodology and its associated training program. The state organizations and their project staffs should provide continual input for improvement of the policies and the methodology. One way to accomplish this objective is to invite ITSD representatives to the Lessons Learned Sessions at the end of each project. This process will help ensure that project management policies are implemented within their organizations.

The ITSD will continuously review policies, methodologies and guidelines to improve the project management. This effort will help ensure that the Best Practices are practical and efficient. The effort will ultimately contribute to the larger effort of more successful projects.

Project Management Overview

What is a Project?

What is a Project?

Understanding the definition of a project helps in understanding the project management methodology and its effectiveness. A project is defined as follows:

A project is a temporary process, which has a clearly defined start and end time, a know-able set of tasks, a management structure and a budget that is developed to accomplish a well-defined goal or objective.

The project management techniques defined in this methodology must be applied to a project in order to gain the benefits. Typically, a project is initiated by a person (or group) who realizes that a specific problem needs resolution. When the problem is defined, an initial Business Case is developed around potential solutions. Once the concept is defined and a decision is made to proceed, then a complete Project Plan can be developed. It is the execution of a well developed project plan which then provides the foundation for project success.

It is a Temporary Process

A project is considered a temporary process because once the end goal is achieved, the project is complete. For this reason, the end point of a project needs to be defined at the very beginning of the project to ensure successful completion. The reason some projects never end is because no one ever defined what constitutes complete!

The basic questions for defining success criteria are:

- Why are we doing this project?
- What do we hope to change?
- How will we measure success?

The criteria for project success must be quantifiable and measurable, and it must be expressed in terms of business value. Business value includes such things as lowering cost, improving productivity, improving customer service or implementing processes which are mandated by the courts or by the legislature.

It has Well-Defined Goals

Projects require well-defined goals to determine project completion. Without well-defined goals and objectives, a project lacks purpose. Well-defined goals are critical for developing a project plan that will come in on-time and on-budget.

Project Management Overview

What is a Project?

GOAL SETTING

[Alice said] "Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't know where. . ." said Alice.

"Then it doesn't matter which way you go," said the Cat.

*—Alice in Wonderland
by Lewis Carroll*

This focus is accomplished by clear definition of milestones and deliverables. The problem definition needs to be carefully crafted. This process will determine the project objective, focus and the approaches for resolution. Without a clearly defined focus and stated objectives, the project will incur cost and time overruns, (called scope creep) and may ultimately fail.

What is a Program?

A program is a collection of related projects which leads to the successful solution of a stated business problem or business need. It is sometimes referred to as an Enterprise Project. A project should be limited in time and scope based on the guidelines identified in the previous paragraphs, but there is not a limit to the timeframe of a program. In fact, most major business problems faced by government should be solved by a program of projects, not a single large project. Programs are split into projects in order to provide more precise planning, more accurate estimating and more manageable efforts.

Many programs will have an overall program manager in addition to the project managers for each project in the program.

What is a Phase?

A phase is a group of related milestones, tasks or activities resulting in the production of a major deliverable. Projects are normally made up of phases. But, a project could be a single phase.

Phases can be grouped into projects if all of the tasks are knowable and capable of being planned and, if the grouping of these phases does not result in the duration of the project exceeding nine months.

What are Project Constraints?

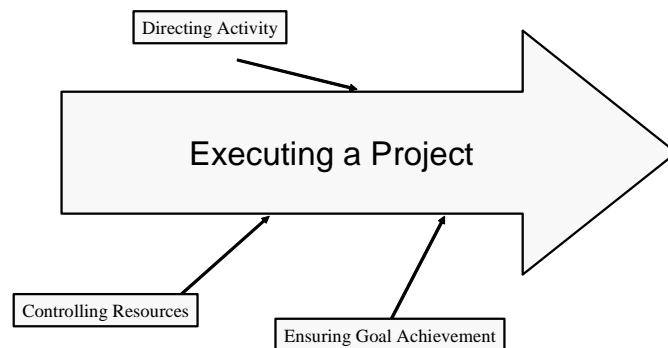
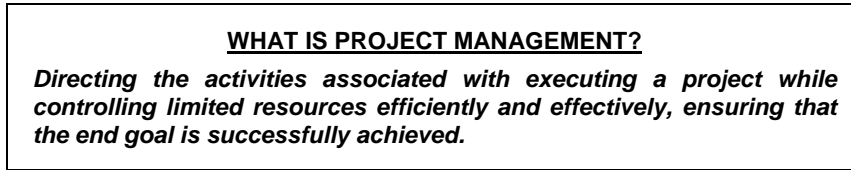
All projects have constraints and these need to be defined from the onset. Projects have resource limits in terms of people, money, time and equipment. While these may be adjusted, they are considered fixed resources by the project manager. These constraints form the basis for project planning.

Project Management Overview

What is a Project?

What is Project Management?

All of the processes associated with defining, planning and executing the project are considered part of project management.



Successful project management requires established processes for organizational planning and communication, availability of tools that support management processes, and a culture that values cooperation, teamwork and planning.

Project management requires general management knowledge. The principles, practices, concepts, techniques, tools, and skills of general management are the foundation for project management. These skills include the ability to work well with people, to take responsibility, to lead a group and to make decisions.

Project Management Overview

Roles and Responsibilities

Roles and Responsibilities

A successful project requires that all the key components of the project team buy into the project plan and accepts responsibility for completion of assignments.

It is important to have a defined formal structure for the project and for the project staff. We accomplish this with the development of a unique organization structure for each project. This provides each individual with a clear understanding of the authority given and responsibility necessary for the successful accomplishment of the project activities. Project team members need to be accountable for the effective performance of their assignments.

Project organizations come in many forms. On a large project, individual role assignments may require full-time attention to the function. On smaller projects, role assignments may be performed part-time with staff sharing in the execution of multiple functions. These decisions are normally made during the project staffing function which occurs in the start-up process.

Who is Part of the Project Team?

The required mix for any project team includes groups or individuals like the following:

- People specifically charged with execution of the project solution. Regardless of how a project is organized, there are roles and responsibilities that should be considered for every IT project. These include things like:
 - Project Management
 - Steering Committee
 - Quality Assurance
 - Configuration Management (Change Management)
 - Project Sponsor
- It can also include a wide variety of specialized skills such as those associated with:
 - System testing
 - Database management
 - Data conversion
 - Documentation (customer and technical)
 - Training
 - System architecture
- Leaders/decision makers from the state organization represented by the Steering Committee
- Customers who interface with outputs to the system (either from within or outside of the state organization).

Importance of Stakeholders

When we speak of stakeholders, we mean those who have enough vested interest in the success of the project to actually participate in the development of the project deliverables. The identification and input of stakeholders helps to define, clarify, change and contribute to the scope and the success of the project.

To ensure project success, identify stakeholders as early as possible, determine their needs and expectations, and manage those expectations over the course of the project.

Project Management Overview

Roles and Responsibilities

Stakeholders on every project include:

- the project manager, who has ultimate responsibility for ensuring project success.
- the project sponsor, who leads in getting a project or program established.
- the customer, who is the person or persons using the product of the project.
- state organization management, who defines the business needs of the project.
- the project development team members who are responsible for producing the project deliverables.
- configuration management and quality control entities.
- Office of Budget and Planning and the Missouri Legislature.
- ITSD and the State CIO who are interested in the success of all IT projects.
- Division of Purchasing and Materials Management, who is interested in projects which involve a contractor or the procurement of goods or services.

Customers, both internal and external to the organization, are to be considered important stakeholders. Without input from the customer community, projects are likely to fail. Having customer-defined project goals, directly traceable to the final solution, increases the success for a given project.

The management of stakeholder expectations is potentially difficult because of conflicting goals and expectations. The expectations may require more resources than are currently available. Finding appropriate resolutions to these differences is a key to successful project management. A major project that does not have backing of senior management, for example, will have difficulty achieving success.

Project Management Overview

Roles and Responsibilities

Project Manager

The Project Manager has primary responsibility for project planning, the quality of a project's deliverables and the successful completion of a project. The Project Manager must be assigned early in the initiating, planning and start-up processes. Though it can and probably will be the same Project Manager, the methodology does allow for a different Project Manager for each of these major processes. Though the Project Manager facilitates the production of the Business Case and the Project Plan, they are actually owned by the Steering Committee.

Project Manager Responsibilities

GENERAL FUNCTIONS

- Implement project policies and procedures.
- Identify and acquire resources through the Project Sponsor and Steering Committee.
- For any given project, maintain staff technical proficiency and productivity, and ensure proper training is provided, if required.
- Establish and maintain quality in project.
- Identify and procure tools to be used on the project.

INITIATING

- Develop Business Case including success criteria and constraints.
- Conduct general cost/benefit analysis.

PLANNING

- Develop detailed Project Plan, tailoring methodology to reflect project needs.
- Ensure that management, customers, affected state organizations and contractors commit to project.

PROJECT START-UP

- Finalize project baseline plan.
- Assign resources to project and assign work packages.
- Finalize project quality and CM plans.

PROJECT EXECUTION

- Regularly review project status, comparing budgeted to actual values and present to Steering Committee.
- Ensure that Project Plan is updated and approved as needed.
- Review the results of QA reviews.
- Participate in change control board to approve system changes.
- Update project risks and establish prevention and mitigation procedures, as required.

CLOSE-OUT

- Obtain customer and management approval of tested system and final deliverables. Close-out action items.
- Develop Post Implementation Evaluation Report (PIER); conduct Lessons Learned; lead Celebration!

Project Management Overview

Roles and Responsibilities

Project Sponsor

One of the important project stakeholders is the Project Sponsor. The Project Sponsor should have the influence to ensure that the project has sufficient priority to enable success. The Sponsor along with the Steering Committee is also responsible for providing the funding and staffing resources to complete the project successfully.

The Sponsor is usually head of a program area and not normally a day-to-day customer. The Project Sponsor is typically part of the state organization's management and should be a strong advocate for the project and program.

Project Sponsor Responsibilities

GENERAL FUNCTIONS

- Articulate program or executive requirements.
- Ensure that requirements are met.
- Serve as active member of Steering Committee. (May serve as chairman)

INITIATING

- Define sponsor needs.
- Ensure customer and executive support of project.

PLANNING

- Review and approve project plan.
- Participate in planning activities.
- Approve funding along with Steering Committee.

PROJECT START-UP

- Assign personnel through the Project Manager.
- Attend Kick-off meeting.

PROJECT EXECUTION

- Attend requirements reviews.
- Provide written agreement to requirements.
- Attend Steering Committee meetings.
- Help resolve project problems either directly with Project Manager or as a member of the Steering Committee.

CLOSE-OUT

- Attend Lessons Learned meeting.

Project Management Overview

Roles and Responsibilities

Steering Committee

The Steering Committee represents the state and identifies the need for projects, reviews and assesses project risk, and approves project commitments. They are responsible for establishing the strategic information technology plans and for ensuring that projects are consistent with those plans. They are also responsible for developing the procedures to ensure that IT policies are followed.

Steering Committee Responsibilities

GENERAL FUNCTIONS

- Prioritize IT needs and include in state organization strategic plan.
- Ensure that sufficient resources are available to conduct projects.
- Review/approve commitments to external entities (e.g. vendors, other agencies).
- Ensure that staff is properly trained.

INITIATING

- Select Project Manager and assist in staffing effort.
- Review/approve Business Case and cost/benefit analysis, if applicable.

PLANNING

- Review/approve Project Plan including risk analysis.
- Budget and establish financial reserves based on risk analysis worksheet.

PROJECT START-UP

- Ensure project staff availability by working with Project Sponsor and Project Manager.
- Ensure that funding is available.

PROJECT EXECUTION

- Regularly participate in Steering Committee meetings.
- Approve changes to the Project Plan as needed.
- Review risk mitigation plans and act on Project Manager recommendations.
- Review/approve changes in contract commitments.
- Review/approve project deliverables.

CLOSE-OUT

- Participate in Lessons Learned sessions.
- Approve project/phase completion.
- Accept and approve deliverables.

Project Management Overview

Roles and Responsibilities

Development Team

The Development Team has primary responsibility for producing the project deliverables. The development manager assists the Project Manager in planning the development effort and makes commitments to complete the project within established schedule and budget constraints. The Development Team includes the specialists responsible for implementing the project solution. The other stakeholders should interact with the Development Team to ensure that requirements are correctly implemented.

Development Team Responsibilities

GENERAL FUNCTIONS

- Identify solution alternatives.
- Implement solution within budgeted cost and schedule.
- Coordinate with QA organization.
- Support project planning and tracking activities.

INITIATING

- Provide general estimates for developing deliverables.
- Conduct feasibility studies, if applicable.

PLANNING

- Develop approach and associated estimates and schedules.
- Assist in the development of a QA/CM plan.
- Identify productivity tools for project.

PROJECT START-UP

- Ensure that all members of the Development Team understand the Project Plan and system requirements.
- Coordinate staff training efforts.
- Establish the project's infrastructure facilities and environments.

PROJECT EXECUTION

- Submit status reports to the Project Manager.
- Conduct work using System Development Lifecycle Methodology.
- Coordinate with QA, review QA results and correct any deviations.
- Help establish baseline documents.
- Develop project deliverables.
- Establish testing plan and coordinate test activities.
- Identify risks.
- Participate in change reviews.

CLOSE-OUT

- Participate in Lessons Learned sessions.

Project Management Overview

Roles and Responsibilities

Configuration Management

The CM function is responsible for planning, coordinating and implementing project CM activities. In general, they are responsible for identifying changes of any kind to the project and ensuring that they are carefully managed. These changes can be the project scope, product scope, versions of deliverables or issues which require research.

Configuration Management Responsibilities

GENERAL FUNCTIONS

- Identify CM needs on projects.
- Maintain project library and repository of project metrics.

INITIATING

- Provide CM approach based on requirements and organization standards.

PLANNING

- Help develop project CM plan.
- Help identify items to be placed under CM control.
- Help identify CM tools that support project needs.

PROJECT START-UP

- Update CM plan.
- Create and supervise the project baseline library.
- Place control items under control.

PROJECT EXECUTION

- Lead project change control board and distribute change information.
- Record CM actions and maintain action item list.
- Manage access to the project library.
- Control and distribute products.
- Track all items placed under CM control.
- Perform CM audits.

CLOSE-OUT

- Participate in Lessons Learned session.
- Archive project library with agency and ITSD.

Project Management Overview

Roles and Responsibilities

Quality Assurance

The Quality Assurance function helps to ensure that the required project management processes and standards are followed.

Quality Assurance Responsibilities

GENERAL FUNCTIONS

- Review and verify that QA processes are followed.
- Communicate violations of standards.
- Monitor complaints.

INITIATING

- Ensure that processes are followed.

PLANNING

- Verify that plans are reviewed by all affected groups.
- Review process used for estimating and planning.

PROJECT START-UP

- Verify that requirements are clear and measurable.
- Ensure that risks are properly identified and tracked.
- Provide orientation to project staff and managers on the role of QA.

PROJECT EXECUTION

- Verify that state organization and project policies are followed.
- Collect and analyze project metric data.
- Coordinate audits and participate in internal reviews, as appropriate.
- Maintain noncompliance issues list under CM control.
- Observe testing and inspect test reports.
- Verify deliverables for conformance to policy.

CLOSE-OUT

- Project Team verifies that deliverables meet specifications.
- Project Team evaluates if policies are implemented successfully.
- Participate in Lessons Learned session.

Project Management Overview

Roles and Responsibilities

Customer

Customers are responsible for ensuring that their needs are expressed and for verifying that completed project deliverables meet those expressed needs.

Customer Responsibilities

GENERAL FUNCTIONS

- Articulate customer requirements.
- Ensure that requirements are met.
- Ensure that staff are “ready to accept” the new system.
- Be proponents of new system.

INITIATING

- Define customer needs.

PLANNING

- Review project plan (as part of Steering Committee).

PROJECT START-UP

- Assign customer personnel to the project as required.

PROJECT EXECUTION

- Assist in developing requirements.
- Review design.
- Provide written agreement on requirements and qualifying criteria.
- Assist in customer testing.
- Approve delivery and installation procedures.
- Review current business practices and the impact the new system will have on the practices.
- Develop procedures, policies, and processes to support the new system.
- Develop appropriate training to support the new processes.
- Work with Development Team.

CLOSE-OUT

- Sign-off on deliverables.
- Attend Lessons Learned session.

Project Management Overview

Roles and Responsibilities

ITAB, CIO and Project Review Team Management

The Information Technology Advisory Board (ITAB) is responsible for adopting statewide information technology policies, standards, procedures, methodologies, IT architecture and strategic plans for the State of Missouri.

ITAB is also responsible for proposing information technology policies and procedures, project management methodologies, an information technology architecture, standards for data management and a strategic information technology management plan for the state.

The Project Review Team of ITAB is responsible for ensuring that these policies are followed by all state organizations. Please refer to Appendix C for additional details. The review function includes reviewing proposed projects, contracts, and other project commitments, determining oversight requirements and, when necessary, recommending corrective action for a troubled project. ITSD also reviews bid specifications for projects.

ITAB, CIO and Project Review Team Responsibilities

GENERAL FUNCTIONS

- Define State IT policy. (ITAB)
- Recommend project management methodology. (ITAB)
- Provide leadership and resources to improve project management for IT projects. (CIO)
- Review state organization's deviations from standards and policies. (ITAB / Project Review Team)

INITIATING

PLANNING

- Review and help monitor project risks.
- Verify that project goals are defined.
- Assign oversight for high visible projects.
- Review Project Plan.

PROJECT START-UP

PROJECT EXECUTION

- Ensure project oversight is performed on projects that have been so designated. (Project Sponsor)
- Review project status. (Project Sponsor)
- Make recommendation to suspend or terminate poorly performing projects. (Project Sponsor)

CLOSE-OUT

- Collect and archive project database. (state organizations)
- Review and archive Post Implementation Evaluation Report. (state organizations)
- Participate in Lessons Learned meetings. (Project Sponsor)

Project Management Overview

Roles and Responsibilities

Division of Purchasing

Office of Administration Division of Purchasing and Material Management is responsible for developing and enforcing the terms and conditions of a request for proposal (RFP), invitation for bid (IFB) and a subsequent contract, if work on the project is contracted or requires the acquisition of equipment, software or other purchased assets or resources.

Division of Purchasing Responsibilities

<i>GENERAL FUNCTIONS</i>

- Ensure that appropriate terms and conditions are included in procurement documents and contract.
- Negotiate contracts.
- Serve as primary point of contact with contractors through bid and proposal efforts.
- Assist in selection of contractors.

<i>INITIATING</i>

- Determine if procurement support is required.

<i>PROJECT START-UP</i>

- Establish the terms and conditions of contracts.
- Execute, negotiate and finalize contracts.

<i>PROJECT EXECUTION</i>

- Maintain master file of contract correspondence, invoices and letters of transmittal.

<i>CLOSE-OUT</i>

- Negotiate contract close-out.

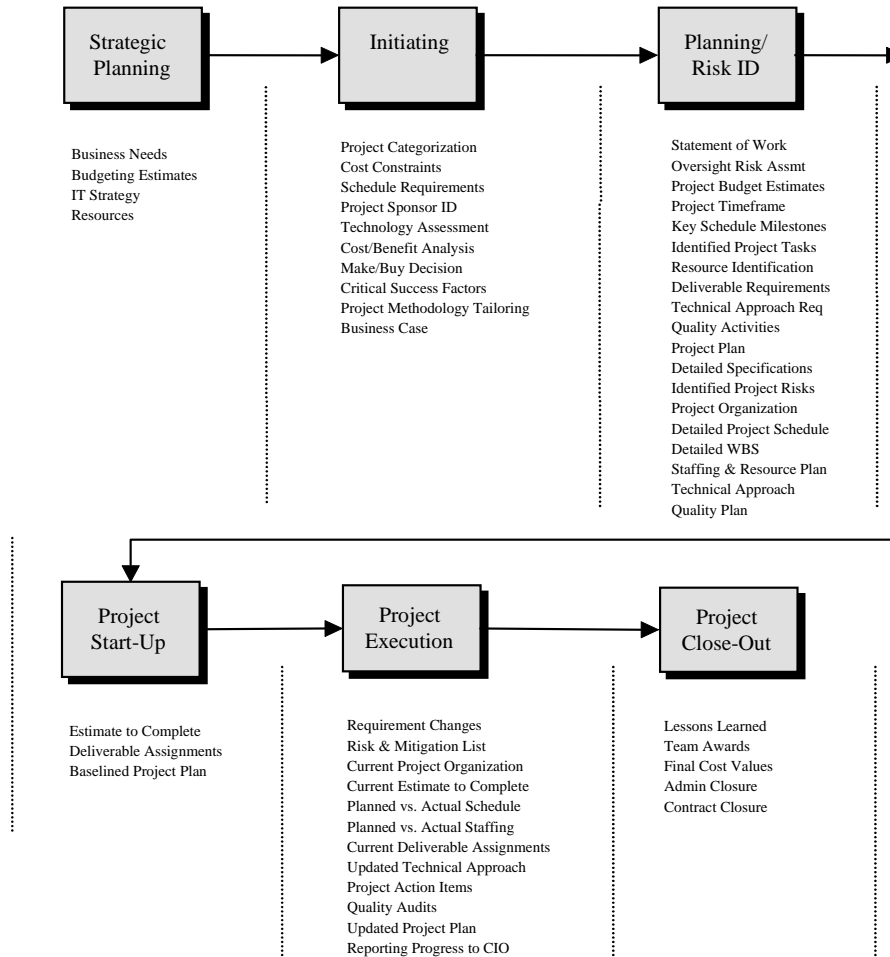
Project Management Overview

The Value of the Planning Process

The Value of the Planning Process

The project plan represents the basic tool for successfully executing a project. The following figure depicts the evolutionary nature of the Project Plan.

The Evolving Plan



Project Management Overview

The Value of the Planning Process

The Project Plan evolves through the early stages and, by the time the project is ready to begin project execution, contains the detail required to successfully complete the project. Then, when implementation begins, the Plan is updated (or re-baselined) as required.

Planning in the Initiating Process

While only very general information may be known about the project or program at this time, it is important to capture this information for the planning process. In the initiating process, the focus of planning is on the project definition and on determining if the goals, objectives and success are worth the cost of pursuing. A strategy for deriving a solution to the stated goals is important at this point. The problem being addressed by the project must be clearly stated, its goals and objectives identified, and the success criteria documented. Also, the major assumptions and constraints that apply to the project or program must be defined. Without a description of this information, a Project Plan is difficult to complete.

Planning in the Planning Process

The Project Plan is completed in the project planning process of project management. For large projects, this process will be completed with a team of people dedicated to the effort. For very small projects, the plan may be developed by a group of people as a part-time job. Generally, various skill sets are required to complete a successful Project Plan.

During this project stage, details of the Plan are determined and a detailed approach is defined. The full Project Plan is then developed. The Plan may include the following elements: a project summary, a work breakdown structure, a project organization chart, a schedule, a list of identified risks, a budget, a list of deliverables, a description of planned quality activities, a description of the configuration management process to be used, and a summary of project requirements.

The development of the Project Plan is an iterative process. Each element of the Plan is regularly revisited for changes and refinements, based upon further analysis and decisions made in developing other plan resources. This refinement also develops "buy-in" from all resources of the Project Team.

It is critical to get buy-in on the Project Plan prior to actually starting the project. Approval of the Plan commits the resources needed to execute the Project Plan.

Planning in the Start-up Process

To transition a project from planning to execution requires specific start-up activities. In the start-up process, the Team is assembled and a kickoff meeting is held to familiarize the Team with the elements of the Plan and the requirements of the system. Specific work packages are developed which detail and specify the activities to be performed. These work packages will include the costs, budgets and schedules associated with those activities.

Sometimes, there may be a need to update the Project Plan during this stage to reflect negotiations or refinements in scope that occurred prior to the actual start of the project. In these cases, the Plan is reviewed and updated prior to presentation to the Team.

Also, in some projects, auxiliary plans (such as the configuration management or quality assurance plans) are further detailed in the start-up process. These plans are developed from strategies defined in the project planning stage. Often the Plan is re-baselined during start-up due to the need to address holidays, vacations and the work loads of various team members.

Project Management Overview

The Value of the Planning Process

Planning in the Project Execution Process

Planning in the project execution process consists of adjusting when it is determined that changes are needed to the project or product scope. It is important to know that project plans will change and that adjusting is a natural part of the process. Adjusting does not necessarily mean that a project is in trouble.

Frequent and extensive adjusting may, however, indicate that there are some serious issues with the Project Plan. It is better to replan than to simply throw away the original plan.

Planning in the Close-Out Process

A close-out process is performed once the project objectives have been met. Closing a project should be fairly routine. The first step is acceptance of the system by the customers. Then the deliverables must be accepted by the Steering Committee. The determination is based upon the success criteria defined in the very early concept and planning stages of the project. This acceptance may be informal or it may be very formal depending upon the criteria defined in the plan.

Once the project is accepted, all deliverables and project metrics are placed in an archived repository. Building a repository of past projects serves as both a reference source for estimating other efforts and as a training and planning tool for project managers. The information archived should always include the project plan history, any metrics collected on the project, and a record of lessons learned.

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